Distance Learning: Preparing the 21st Century Total Force

Presented to

Distance Learning Coordination Committee

Presented by

Ms. Iris Bulls

Deputy Director for the Defense Language Office

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Purpose

Provide information about Defense language and culture transformation --- a vital component in building the 21st Century Total Force

Overview

- Carrying out National guidance
- Managing transformation
- Building language skills & regional expertise into the 21st Century Total Force
- Making sure we have it right

Why Language Transformation?

Helping develop the 21st Century Total Force

- Global War on Terror/Long War
- Irregular Warfare
- Expanded coalition partners
- Increased potential conflict zones
- Pursuing regional stability
- Building coalitions
- Humanitarian relief
- Transitioning to a robust expeditionary force

The Quadrennial Defense Review

Transforming National Strategy into Execution

Defense Language Transformation Roadmap

February 2005

Quadrennial Defense Review Report

February 6, 2006

"Developing broader linguistic capability and cultural understanding is . . . critical to prevail in the Long War and to meet 21st Century challenges."
2006 QDR

Strategic Planning Guidance

FY 08-13

"The Department is committed to developing the best mix of people equipped with the right competencies across the Total Force . . ." SPG

The Execution Roadmaps

- Irregular Warfare
- Building Partnership Capacity
- Strategic Communication
- Authorities
- Joint Command and Control
- Department Institutional Reforms
- Tag, Track and Localize
- Intelligence, Surveillance, and Reconnaissance

DLP Management

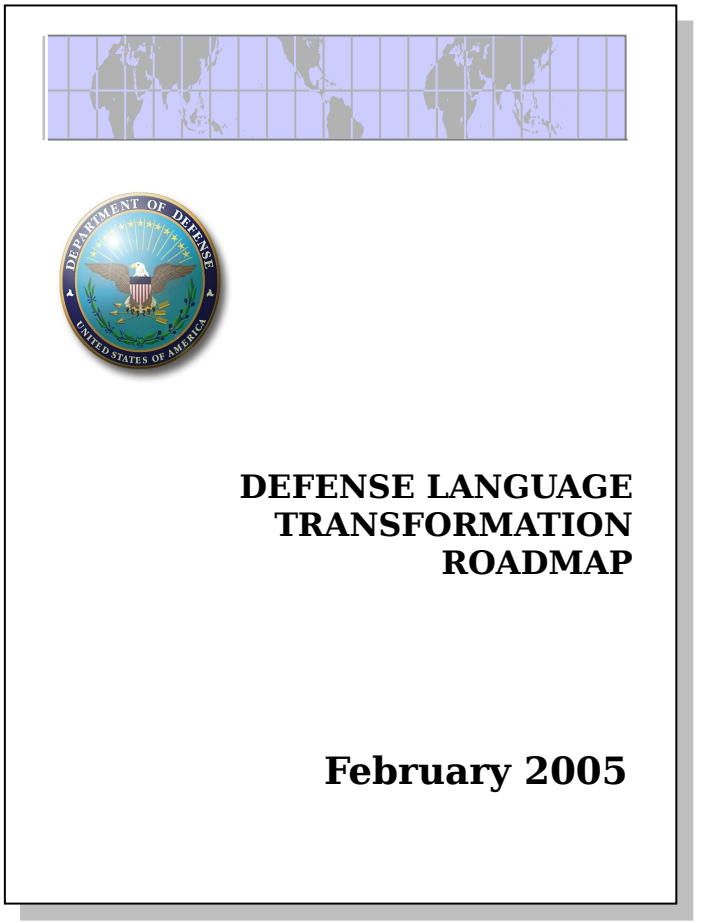
The Defense Language Steering Committee (DLSC) is the advisory body to the DoD Senior Language Authority for language & cultural expertise policy, programming & planning

- DUSD(PLANS)
- OUSD(P&A/MPP)
- OUSD(AT&L)
- USD(P)
- OUSD(C)
- OUSD(I)
- OUSD(PA&E)
- USJFCOM
- USSTRATCOM
- USEUCOM
- US Navy
- Joint Staff
- USPACOM
- USNORTHCOM
- USSOCOM
- US Army
- US Air Force
- US Marine Corps
- USTRANSCOM
- USSOUTHCOM
- USCENTCOM
- DIA
- DTRA
- CIFA
- NGA
- NSA
- CPP
- MPP

The DLSC is supported by the Defense Language Action Panel

Language Transformation

- **Defense Language Transformation Roadmap guides DoD language transformation**
- **Established 4 goals, 43 specific actions**
  - Create Foundational Language and Regional Expertise
  - Create the Capacity to Surge
  - Establish Higher Levels of Proficiency in the Cadre of Language Professionals
  - Expand and Improve the Foreign Area Officer Corps



- **Implementation timeline 2005-2008**

Build Foundational Expertise. . .

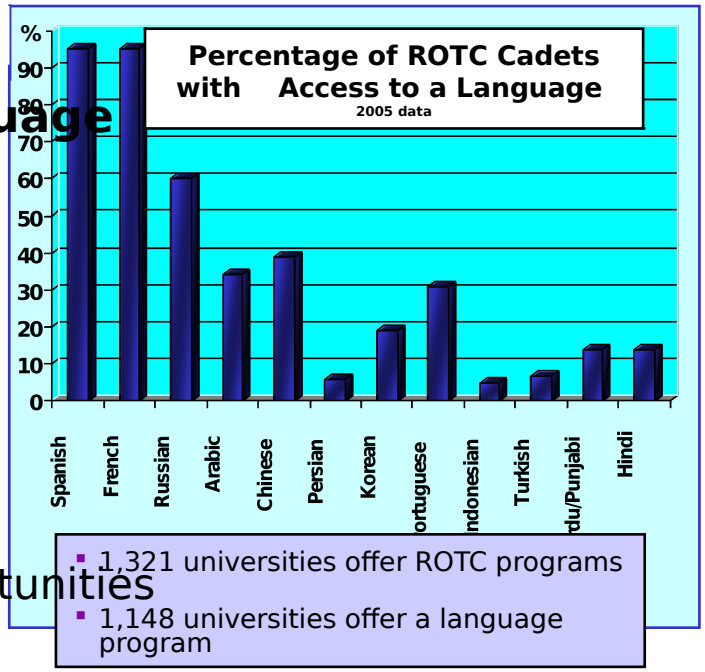
Building foundational expertise to meet strategic objectives

- **Determine language and regional expertise requirements**
  - Updating doctrine, policy, and planning guidance
  - Capture a true picture of needed capability
  - Civilian Personnel Management Service conducting a follow-up zero-based review of all positions requiring language
- **Identify current capability within the force**
  - Over 294,000 language capabilities reported in the Total Force …so far
  - More than 232,000 members (18,450 civilians) have reported competency in Immediate Investment or Strategic Stronghold Languages
  - Capturing civilian foreign language capabilities via ***My Biz*** tool
- **Match assets to needs using the Language Readiness Index**
  - Tied directly to Defense Readiness Reporting System
  - Highlights gaps and shortfalls, allowing senior leaders to assess risk

Build Foundational Expertise. . .

Building a "learning" organization to provide foundational knowledge

- **Refocusing Service Academy and ROTC language study for increased language accession**
  - Increased Arabic enrollment by 65% since 2001
  - Enhanced study abroad opportunities
- **Enhancing formal Education and Training**
  - Increasing DLIFLC Arabic enrollment—up 61% since 2001 and growing
  - Including cultural/language in PME
  - Maximizing language & cultural immersion opportunities
- **Providing "just-in-time" training**
  - Providing computer-based sustainment training (e.g., Global Language On-line Support System with 12 languages; 6 more on DLIFLC LingNet) to deployed units
- **Supporting long-term change**
  - Shipped 200,000 language survival kits (mostly Iraqi, Dari & Pashto)
  - Launched 13 Flagship programs in languages to build higher proficiency; 3 Kindergarten -through-College programs (2 Chinese, 1 Arabic)
  - Began pilot program to award grants to universities to enhance language availability to ROTC Cadets and Midshipmen



Ensure Surge Capability

Building capability to meet the unexpected . . . today

- **Created a contract vehicle for thousands of contract linguists to support OEF/OIF**
- **Evaluating The Language Corps Pilot Program to meet higher proficiency needs**
- **Studying viability of a Joint Service Language Corps**
- **Building processes to track military/ civilian retirees and separatees with the right skills**
- **Creating “Crash” or “Survival” courses for emerging areas of concern**
- **Enhancing language capability available to deployed commanders with 09L Interpreter/Translators**

Establish Cadre With Right Proficiency … Right Numbers

Investing resources to help build and sustain partnerships/coalitions

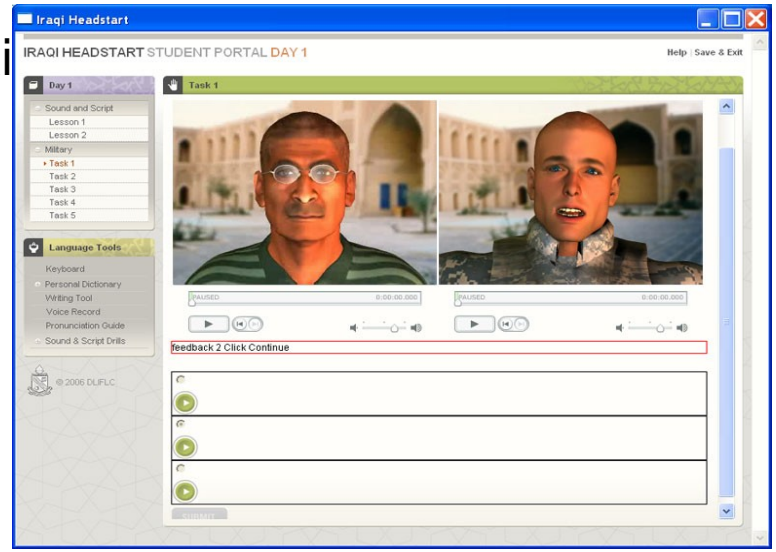
- **Identifying tasks and missions requiring higher proficiency levels**
  - Reporting COCOMs' needs based on CJCSI 3216.01 *Language and Regional Expertise Planning* assessment process began in April 2006
  - Capturing Service and Agency needs to get the "big" picture
  - Improving databases to track capabilities against needs
- **Implementing training and career management plans to achieve and sustain higher proficiency levels**
  - Built a Proficiency Enhancement Program at the Defense Language Institute;
    $362M; graduation goal is $2^{+}/2^{+}/2$ (Reading/Listening/Speaking) by 2011
  - Strengthen DoD Joint FAO Program with improved selection, training, utilization, and opportunity to achieve senior ranks for the more than 900 newly accessed FAOs anticipated through 2012
  - Studying linguist career path to improve utilization and retention
- **Using Foreign Language Proficiency Bonus to encourage/sustain change**
  - Incentivizing personnel to self-report, maintain, and improve their skills

Distance Learning

- **Distance Learning supports execution of the Defense Language Transformation Roadmap by……..**
  - **Providing and enhancing classroom instruction**
  - **Augmenting and enforcing classroom learning and teaching**
  - **Sustaining highly perishable language skills**
  - **Delivering tools for deploying members**

Distance Learning Tools for Deployment (DLIFLC)

- **Language Familiarization**
  - Focus is Iraqi, Dari, and Pashto Survival Language w/ Culture
- **Language Survival Kits**
  - 127 on-line basic and specialized ki
- **Iraqi Headstart**
  - Persian-Afghan and Pashto in FY07



Language Training On-Line Tools for Sustainment (DLIFLC)

- **On-Line Diagnostic Assessment**
  - Diagnose strengths and weaknesses of the linguists
- **Post Basic Courses (on-line)**
  - Aimed to get students from 2/21+ to 3/3/2+
- **Weekly Training Events**
  - On-line listening, reading, and Final Learning Objective skills lessons at 2+ & 3 levels
- **Global Language On-Line Support System (GLOSS)**
  - 1,500 lessons in 12 languages currently on line
- **LingNet**
  - 6 on-line language courses available on DLIFLC website
- **SCOLA**
  - Newscasts, documentaries & entertainment shows from 90 countries

Studies

Sustainment and enhancement of language skills are a recognized challenge

- **DLO to review current status**
  - Service Command language programs
  - Resources put towards language training
  - Technology available and environments to support learners
- **Desired outcome**
  - Evaluations of efficiency and effectiveness
  - Recommendation of programs and resource requirements

Challenges and Next Steps……

Regional Expertise—the key interface between deployed forces and target populations in 21st Century areas of operation

- **Services have established language and culture centers**
  - Army Training and Doctrine Command Culture Center
  - Navy Center for Language Regional Expertise and Culture
  - Air Force Regional & Cultural Studies Center
  - Marine Corps Center for Advanced Operational Culture & Language
- **Built regional knowledge into language training, familiarization modules, and Professional Military Education**
- **Services establishing pre-deployment standards for language and understanding foreign cultures to ensure mission-ready force**
- **Standardizing regional and cultural guidelines across the Department---and beyond**
- **Investing in research to better understand the relationship between regional knowledge and national defense**
- **Cooperative Agreements and JADL partnership**
- **DoD National Culture Summit June 4 – 6 2007**

Questions?

Do we have it right?

. . . preparing for the next challenge

- **What COCOMs are telling us . . . so far**
  - More than 110,000 requirements identified since reporting began
    - 92% of reported needs include speaking modality—new paradigm
    - Needed expertise spans the entire range from 0^+ to 5
    - Expertise includes: military, civilian, contractors, technology
  - 61 different languages requested
  - All 28 Strategic Language List (SLL) languages represented in reporting
  - Most requested languages include Arabic, Chinese, French, Korean & Spanis

- **Next Step: Validate and prioritize needs**

- **Goal:** ***TO BETTER MANAGE PEOPLE BASED ON CORE COMPETENCIES—***

  Resourcing validated requirements with
  - *the right people . . .*
  - *the right language proficiency . . .*
  - *at the right time*

Content of APR Briefing

1. **Program Review of FY06**
   - ***FY06 APR Due Outs - Update***
   - ***Training Statistics***
   - ***FY06 –2Q FY07 Results***
2. **Resource Allocation**
   - ***Resource Summary***
   - ***FY07 Funding Status***
   - ***Congressional Adjustments***
   - ***Garrison Reimbursements***
3. **Proficiency Enhancement Program**
   - ***FY06 Summary***
   - ***PBD 753 Execution Plan***
   - ***Phase-in Plan***
   - ***Faculty Hiring & Development***
   - ***FY06 Results***
   - ***DLAB Issues***
   - ***In-country Immersion Programs***
   - ***IT Vision & Implementation***
4. **Support to the Warfighter**
   - *Language Familiarization* ***Mobile Training Teams***
   - ***Ft. Riley Training Mission***
   - *Support to Professional Military Education*
   - *09L Program*
   - *Language Survival Kits and Familiarization CDs*
   - *Iraqi Headstart*
   - *Joint Language Training Exercises*
5. Linguist Sustainment & Enhancement
   - *Post-Basic Tools and Delivery Milestones*
   - *LTD Update*
6. Defense Language Proficiency Test (DLPT)
   - *Funding*
   - *Implementation*
   - *Web Conversion*
7. Oral Proficiency Interviews (OPI)
   - *Growth*
   - *Levels of Testing*
8. Military Language Instructors
   - *Value to Attrition and Proficiency Results*
   - *Requirements and Shortages*
9. Garrison Master Plan
10. APR Focus Issues

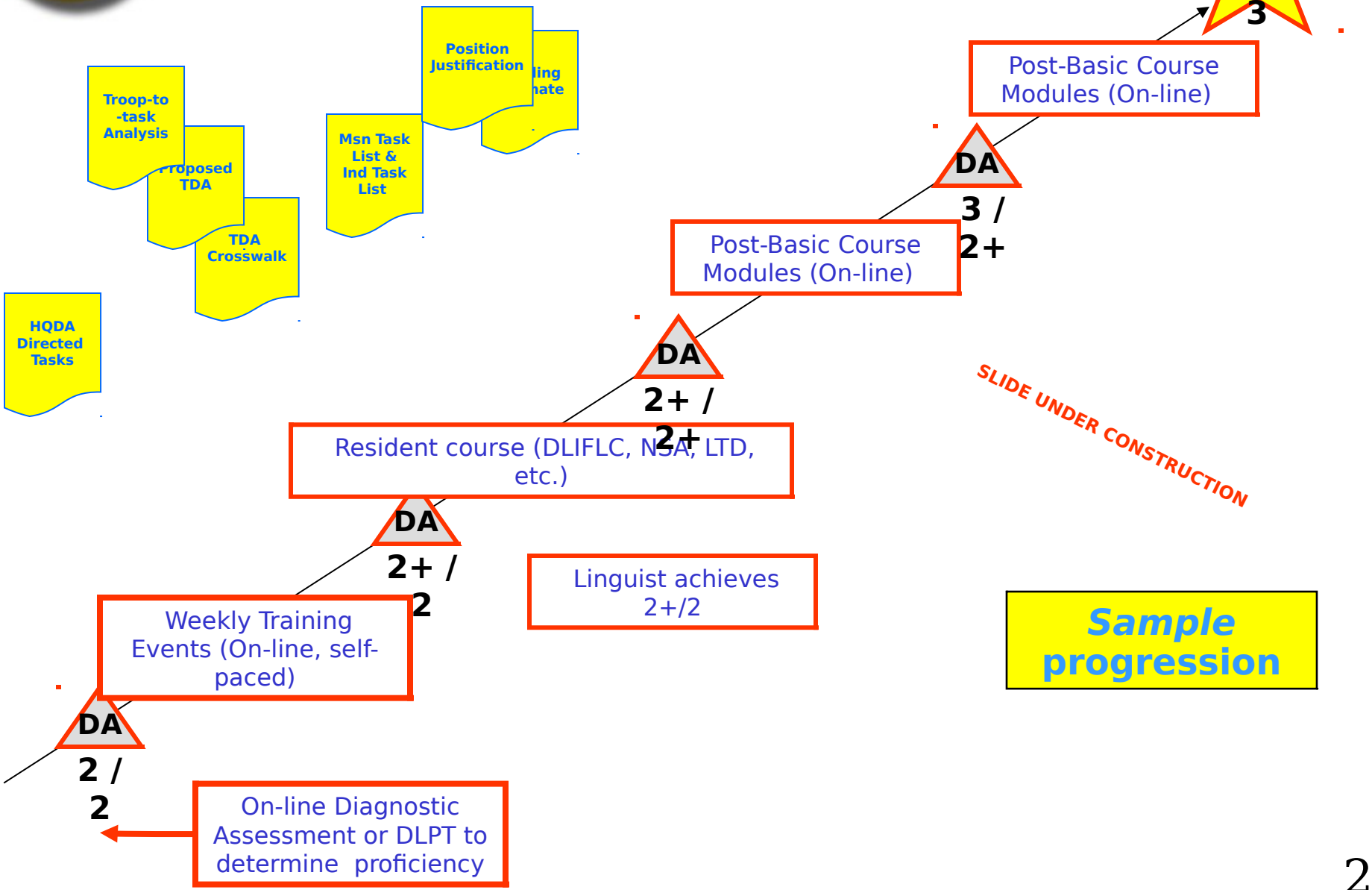
Support Linguist Post-Basic Education

- **On-line Diagnostic Assessment On-line Diagnostic Assessment**
  - **Provides automatically generated individual learner profiles for purpose of placement and tailored instruction**
  - **Arabic and Korean reading assessments are currently being validated.**

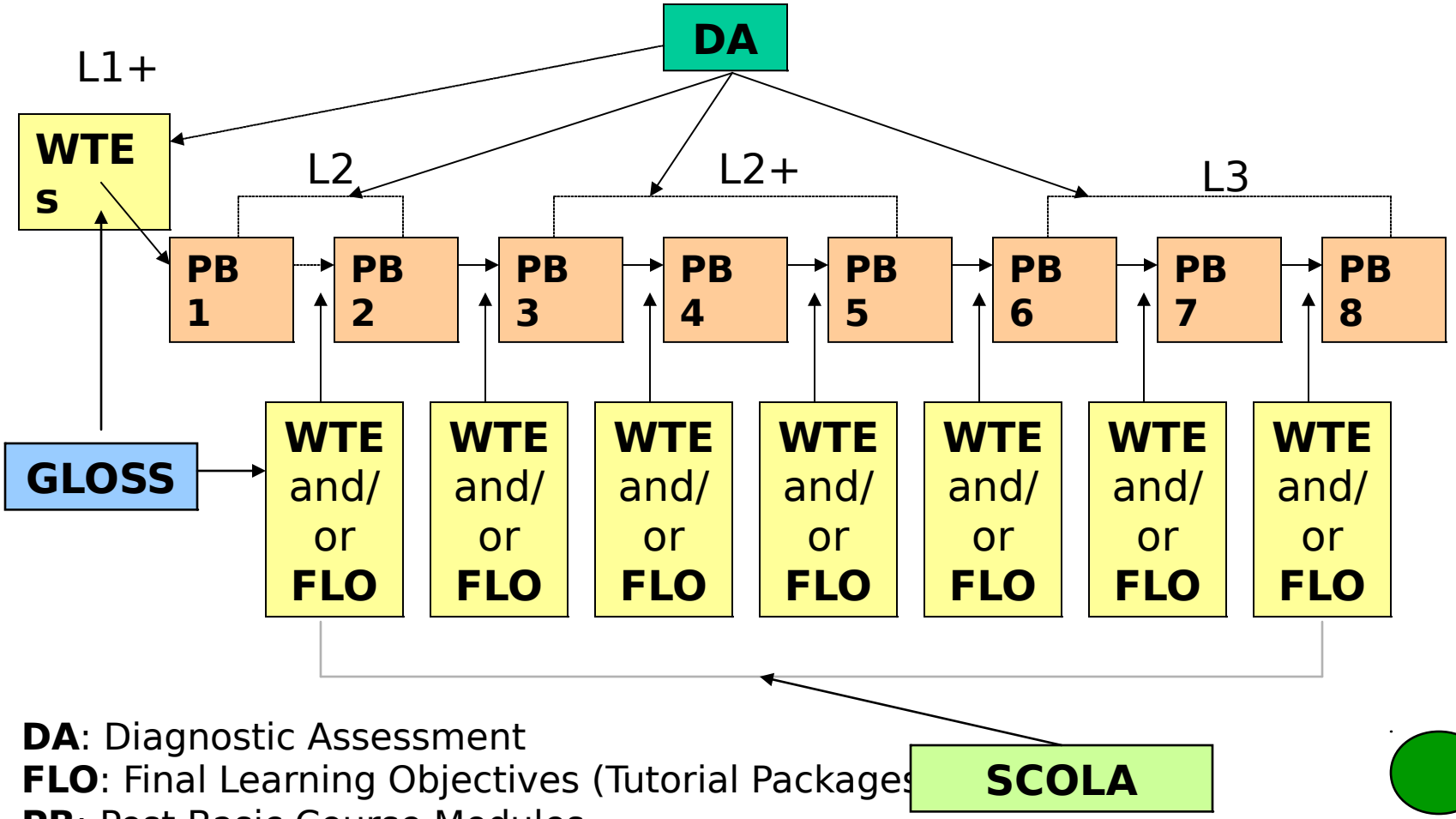
- **Post Basic Courses**
  - **8 six-week course modules**
  - **Post basic courses aim to get learners from 2/2/1+ to 3/3/2+**

- **Weekly Training Events**
  - **Four-hour blocks**
  - **on-line listening, reading, and FLO skills lessons at levels 2+ and 3**

Career-Long Linguist Development



Interrelationship of Post-Basic Learning: Packages, Modules and Assessment Tools



DA: Diagnostic Assessment
FLO: Final Learning Objectives (Tutorial Packages
PB: Post Basic Course Modules
WTE: Weekly Training Events (Packages)

Delivery Milestones
On-Line Diagnostic Assessment

- **A tool to diagnose strengths and weaknesses of the linguist**
- **Chinese and Russian projected to begin in FY08. Funds available to begin in FY07.**
- **Production includes Listening and Reading assessments**
- **Production cycle is two years.**

Persian Farsi begins and Chinese and Russian complete in FY08

	FY06	FY07
Project		
Arabic		
Korean		
Chinese		
Russian		

= Project Complete

Delivery Milestones
Post Basic Modules

	FY06	FY07
Project		
Arabic		
Chinese		
Korean		
Russian		
Hebrew		
Dari		
Farsi		

= Project Complete

Courses range in proficiency from level 2 to level 3

Each program consists of eight modules, each six weeks in length.

Each module will be topically diverse and skills-integrated

Goal is to have PB Modules available in 13 languages by FY10

Delivery Milestones
Global On-Line Support System

Project	FY06 Completed	FY07 Completed	FY07 TBP
Albanian	40	3	45
Arabic	30	15	33
Chinese	112	16	32
Croatian	20	7	22
Dari	10	16	34
Hebrew	0	16	34
Hindi	0	18	34
Indonesian	20	14	6
Korean	65	13	45

Project	FY06 Completed	FY07 Completed	FY07 TBP
Pashto	0	0	11
Persian	40	16	51
Portuguese	5	0	0
Russian	40	12	36
Serbian	20	9	30
Spanish	20	6	40
Turkish	5	4	6
Urdu	0	3	7

Total Number of LOs currently on line: 1500 in 12 languages

Each learning object (LO) provides about one hour of instruction

Delivery Milestones
Weekly Training Events

Developed to provide linguist sustainment between Post-Basic Course opportunities

	FY06	FY07	FY8-10
Project			
Arabic	25	25	
Chinese	17	33	
Hindi		25	25
Tagalog			50
Farsi			50
Dari			50
Korean	18	32	
Pashto			50
Russian	18	32	
Sorani		25	
Kurmanje			50

As time and funds allow, WTE will be developed in French, Spanish and Serbian Croatian

Goal is 50 WTE per language

WTE Packet = Four hours of on-line learning objects

LTD Programs

Location	Languages	FY06 Faculty Programmed	Reimbursable	O/H	TOTAL LTD
Ft. Gordon (GA)	AD, PF, HE, PV, PG	23	0	18	23
Ft. Meade (MD)	AD, CM, KP, RU, PF	11		10	11
Medina (TX)	GG, PY, QB, RU, SC	19		18	19
Kunia (HI)	CM, KP, MH, RU, TA	38		31	38
Offutt AFB (NE)		9	0	7	9
NCS-LLC (MD)	AD, CM, KP, RU		9	7	9
Bragg (NC)	AD, (LNO)		3	3	3
NSWG-1 (CA)	AD		2	2	2
NSWG-2 (VA)	QB/FR, AD		2	1	2
FLTCE (DEU)	(Program Manager)	1		1	1
Total		**101**	**17**	**98**	117

AD - Arabic
CM - Chinese Mandarin
FR – French
HE - Hebrew
KP - Korean
MH - Tausug
PF - Persian Farsi
PG – Dari
PV - Pashto
PY - Portuguese
QB - Spanish
RU - Russian
TA - Tagalog

LNO – Liaison Officer

Added 28 teachers since last year
NSA has reduced requirement